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**CONTRIBUTING FACTORS AFFECTING JOB
PERFORMANCE AMONGST ROYAL MALAYSIAN
NAVY PERSONNEL**



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**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
MEI 2017**

**CONTRIBUTING FACTORS AFFECTING JOB
PERFORMANCE AMONGST ROYAL MALAYSIAN NAVY
PERSONNEL**

By

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UUM
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ABSTRACT

Job performance is an important factor and should be priority for Royal Malaysian Navy (RMN) personnel. However, job performance is one aspect that is very relative and subjective amongst Royal Malaysian Navy (RMN) personnel. Usually employees who are able to perform better will have higher priority compared to those low performers. Thus, these feelings arise when someone to do the job and it varies between Navy personnel. The aim of this study is to investigate contributing factors affecting job performance amongst Royal Malaysian Navy (RMN) personnel. This study was conducted to determine whether the factor such as leadership, motivation, attitude, skills and knowledge have the influence on the job performance. A total 450 questionnaires were distributed. The development of human capital has become the fundamental aspects in order to achieve the best performance for any organization in military particularly. This study focused on the factors that influenced job performance amongst Royal Malaysia Navy (RMN) personnel. The factors are leadership, motivation, attitude, skills and knowledge. All the independent variables are significantly related ($r=.711$, $r^2=.506$, $p = .000$). The research finding also indicates that 50.6% of leadership, motivation, attitude, skills and knowledge influenced job performance. The highest influence variable is knowledge ($\beta = 0.295$) and the lowest is attitude ($\beta = 0.109$). Based on the findings, job performance is an important field that could enhance organizational effectiveness in achieving their mission and vision.

Keywords: Job Performance; Leadership; Motivation; Attitude; Skills and Knowledge

ABSTRAK

Prestasi kerja adalah faktor penting dan harus menjadi keutamaan kepada anggota Tentera Laut Diraja Malaysia (TLDM). Walau bagaimanapun, prestasi kerja adalah satu aspek yang sangat relatif dan subjektif dalam kalangan anggota Tentera Laut Diraja Malaysia (TLDM). Biasanya pekerja yang mampu melakukan lebih baik akan mempunyai keutamaan yang lebih tinggi berbanding dengan mereka yang berprestasi rendah. Oleh itu, perasaan ini timbul apabila seseorang untuk melakukan kerja dan ia berbeza antara anggota Tentera Laut. Tujuan kajian ini adalah untuk mengkaji faktor yang mempengaruhi prestasi kerja di kalangan anggota Tentera Laut Diraja Malaysia (TLDM). Kajian ini dijalankan untuk menentukan sama ada faktor seperti kepimpinan, motivasi, sikap, kemahiran dan pengetahuan mempunyai pengaruh ke atas prestasi kerja. Sebanyak 450 soal selidik telah diedarkan. Pembangunan modal insan telah menjadi aspek asas untuk mencapai prestasi terbaik untuk mana-mana organisasi dalam tentera terutamanya. Kajian ini memberi tumpuan kepada faktor-faktor yang mempengaruhi prestasi kerja di kalangan anggota Tentera Laut Diraja Malaysia (TLDM). Faktor-faktor adalah kepimpinan, motivasi, sikap, kemahiran dan pengetahuan. Semua pemboleh ubah bebas adalah signifikan ($r = 0,711$, $r^2 = 0,506$, $p = .000$). Dapatan kajian juga menunjukkan bahawa 50.6% daripada kepimpinan, motivasi, sikap, kemahiran dan pengetahuan mempengaruhi prestasi kerja. Pengaruh pemboleh ubah tertinggi adalah pengetahuan ($\beta = 0.295$) dan yang paling rendah adalah sikap ($\beta = 0.109$). Berdasarkan penemuan hasil kajian, prestasi kerja adalah bidang yang penting yang akan meningkatkan keberkesanan organisasi ke arah mencapai misi dan visi.

Kata Kunci: Prestasi Kerja; Kepimpinan; Motivasi; Sikap; Kemahiran dan Pengetahuan

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May Allah Bless all of us
Wassalam



TABLE OF CONTENTS

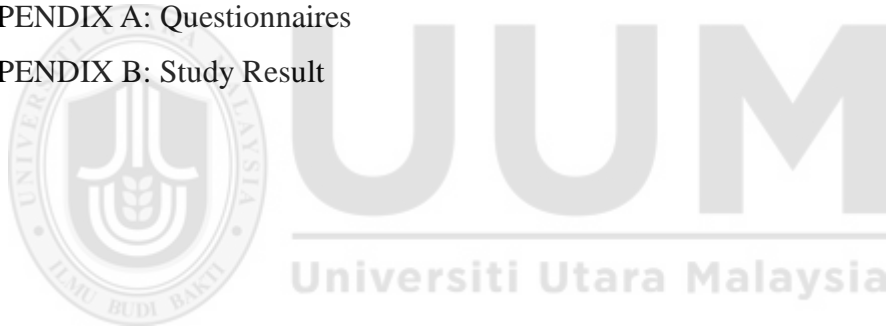
PERMISSION TO USE	ii
ABSTRACT	iii
ABSTRAK	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	xi
LIST OF FIGURES	xiii
LIST OF APPENDICES	xiv
LIST OF ABBREVIATIONS	xv
CHAPTER 1: INTRODUCTION	1
1.1 Background of the Research	1
1.2 Problem Statement	6
1.3 Research Question	6
1.4 Research Objective	7
1.5 Significance of Research	8
1.6 Scope of Research	10
1.7 Limitation of the Research	10
1.8 Organization of the Research	11
CHAPTER 2: LITERATURE REVIEW	12
2.1 Introduction	12

2.2	Job Performance	12
2.3	Leadership	16
2.3.1	Relationship between leadership and job performance	16
2.4	Motivation	17
2.4.1	Relationship between motivation and job performance	18
2.5	Attitude	21
2.5.1	Relationship between attitude and job performance	21
2.6	Skills	23
2.6.1	Relationship between skills and job performance	24
2.7	Knowledge	26
2.7.1	Relationship between knowledge and job performance	26
2.8	Underpinning Theory	28
2.8.1	Performance Theory and Model	28
2.9	Summary	32
CHAPTER 3: RESEARCH METHODOLOGY		33
3.1	Introduction	33
3.2	Research Framework	33
3.3	Hypotheses Development	33
3.4	Research Design	34
3.5	Operational Definition	36
3.5.1	Leadership	36

3.5.2	Motivation	36
3.5.3	Attitude	37
3.5.4	Skills	37
3.5.5	Knowledge	37
3.6	Measurement of Variables/Instrumentation	38
3.6.1	Scale of Measurement	40
3.7	Data Collection	41
3.7.1	Population	42
3.7.2	Sampling Technique	42
3.7.3	Sampling Size	43
3.7.4	Data Collection Procedures	44
3.7.5	Pilot Test	45
3.8	Techniques of Data Analysis	45
3.8.1	Data Coding	46
3.8.2	Cleaning of Data	46
3.8.3	Reliability Analysis	47
3.8.4	Normality and Linearity Test	47
3.8.5	Descriptive Analysis	48
3.8.6	Inferential Analysis	49
3.8.6.1	Correlation Analysis	49
3.8.6.2	Regression Analysis	49

3.9	Summary	50
CHAPTER 4: RESEARCH FINDINGS		51
4.1	Introduction	51
4.2	Pilot Test	51
4.3	Cleaning of Data	52
4.3.1	Linearity of Dependent Variable	53
4.4	Demographic Analysis	55
4.5	Reliability Analysis	59
4.6	Descriptive Analysis	60
4.7	Level of Job Performance	61
4.8	Inferential Analysis	61
4.8.1	Use of Pearson correlation	66
4.8.2	Use of Multiple Regression Analysis	67
4.8	Summary	69
CHAPTER 5: CONCLUSION AND RECOMMENDATION		70
5.1	Introduction	70
5.2	Recapitulation of the Study	70
5.2.1	Research Objective 1: To identify the level of job performance amongst RMN personnel	72
5.2.2	Research Objective 2: To identify relationship between leadership and job performance amongst RMN personnel.	73
5.2.3	Research Objective 3: To identify relationship between motivation and job performance amongst RMN personnel.	74
5.2.4	Research Objective 4: To identify relationship between attitude and job performance amongst RMN personnel.	75

5.2.5	Research Objective 5: To identify relationship between skills and job performance amongst RMN personnel.	76
5.2.6	Research Objective 6: To identify relationship between knowledge and job performance amongst RMN personnel.	77
5.2.7	Research Objective 7: To identify the significant effect of leadership, motivation, attitude, skills and knowledge on job performance amongst RMN personnel.	79
5.3	Contribution of Research	80
5.3.1	Academic Contribution	81
5.3.2	Managerial Contribution	81
5.4	Recommendation for Future Research	84
5.5	Conclusion	84
REFERENCES		86
APPENDIX A: Questionnaires		
APPENDIX B: Study Result		



LIST OF TABLES

Table 3.1	Operational Definition of Variables	39
Table 3.2	Five-points Likert Scale	41
Table 3.3	Techniques of Data Analysis	46
Table 3.4	Factor Analysis Criterion	47
Table 3.5	Rule of Thumb about Cronbach's Alpha Coefficient Size	47
Table 3.6	Independent and Dependent Variable Normality Test	48
Table 3.7	Relationship between variables and r value	49
Table 4.1	Reliability Analysis of Pilot Study	51
Table 4.2	Cleaning of Data	52
Table 4.3	KMO and Bartlett's Test	53
Table 4.4	Descriptive Statistics for Demographical Profile	56
Table 4.5	Reliability Analysis of Pilot Study and Actual Data Set	60
Table 4.6	Descriptive Statistics	60
Table 4.7	Range for level of Job Performance	61
Table 4.8	Mean for Job Performance Questions	61
Table 4.9	The Correlations Between the Independent Variables and The Independent Variables	62
Table 4.10	Correlations between Leadership and Job Performance	63
Table 4.11	Correlations between Motivation and Job Performance	64
Table 4.12	Correlations between Attitude and Job Performance	64
Table 4.12	Correlations between Skills and Job Performance	65
Table 4.13	Correlations between Knowledge and Job Performance	66
Table 4.14	Results of Pearson Correlation Matrix	66

Table 4.15	Multiple Regression Analysis	68
Table 4.16	Result of Regression Analysis – Model Summary	68
Table 5.1	The Summary of Research Objectives, Hypotheses and Findings	71



LIST OF FIGURES

Figure 2.1	Model of Organizational Culture, HRM and Employee's Performance	30
Figure 3.1	Conceptual Framework of an Analysis of Job Performance in the RMN	33
Figure 4.1	Linearity of Dependent Variable	54
Figure 4.2	Scatter Plot of Dependent Variable	55



LIST OF APPENDICES

Appendix A Sample of Questionnaire

Appendix B Study Result



LIST OF ABBREVIATIONS

RMN	Royal Malaysian Navy
EEZ	Exclusive Economic Zone
PLA	Chinese People's Liberation Army



CHAPTER 1

INTRODUCTION

1.1 Background of the Research

Job performance is one of the most important variables and has been learned during the past decade. Borman and Motowidlo (1993) have identified two types of employee behavior that is required for the effectiveness of an organization: task performance and contextual performance. Task performance refers to behaviors that are directly involved in producing goods or services, or activities that provide direct support for the organization's technical processes.

These behaviors directly relate to the formal organization reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions. However, these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes (Werner, 2000).

Motowidlo (2003) claimed that job performance is the total expected value to the organization of discrete behavioral episodes that an individual carries out over a standard period of time. Usually employees who are able to perform better (high performers) will have higher priority in being hired compared to those low performers. This is because organizational successfulness is usually based on the organizational performance which is largely depending on the performance of every single employee in the company (Pushpakumari, 2008).

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APPENDIX A



SOAL SELIDIK UNTUK TINJAUAN PEMBELAJARAN SAHAJA

Assalamualaikum dan Salam Sejahtera,

Tuan-tuan/Puan-puan yang dihormati,

Anda telah terpilih untuk menjadi responden bagi kajian ini. Penyelidikan ini adalah bertujuan untuk mendapatkan maklum balas berkaitan “*Contributing Factors Affecting Job Performance Amongst Royal Malaysian Navy Personnel*”. Kajian ini bertujuan menyiapkan kertas kerja sebagai syarat Pengijazahan Sarjana Pengurusan Sumber Manusia di bawah seliaan Dr Jasmani Mohd Yunus.

Segala maklumat yang diberi akan dirahsiakan dan digunakan untuk tujuan akademik sahaja. Tiada jawapan yang betul atau salah, oleh itu anda boleh memilih jawapan mengikut kesesuaian dan keikhlasan anda sendiri. Kejujuran dan keikhlasan anda daam menjawab soal selidik ini amatlah diharapkan bagi membantu saya dalam penyelidikan ini dan analisis data yang akan dilaksanakan.

Pandangan anda akan digunakan sebagai panduan untuk menambahbaik Pengurusan Sumber Manusia TLDM. Kerjasama dan keikhlasan anda amatlah dihargai dan didahului dengan ucapan terima kasih.

Penuntut:

Leftenan Komander Siti Salina Johari TLDM
Sarjana Pengurusan Sumber Manusia
Universiti Utara Malaysia

Penyelia:

Dr Jasmani Mohd Yunus
Pensyarah Kanan
Universiti Utara Malaysia

BAHAGIAN A: MAKLUMAT DIRI (DEMOGRAFI)

ARAHAN: Sila tandakan (/) jawpan berkenaan maklumat diri anda di ruangan yang disediakan

A1	Jantina	
	Lelaki	()
	Perempuan	()

A2	Taraf Perkahwinan	
	Bujang	()
	Berkahwin	()
	Duda/Janda	()

A3	Umur	
	20 – 24 tahun	()
	25 – 29 tahun	()
	30 – 34 tahun	()
	35 – 39 tahun	()
	41 tahun ke atas	()

A4	Bangsa	
	Melayu	()
	Cina	()
	India	()
	Lain-lain	()
	_____	()

A5	Agama	
	Islam	()
	Kristian	()
	Buddha	()
	Hindu	()
	Lain-lain	()
	_____	()

A6	Kelulusan	
	SRP/PMR	()
	SPM	()
	STPM	()
	Diploma	()
	Ijazah	()
	Lain-lain	()
	_____	()

A7	Pangkat	
	Kepten	()
	Komander	()
	Leftenan Komander	()
	Leftenan	()
	Leftenan Muda	()
	Bintara	()
	Lasykar Kanan	()
	Lasykar Kanan I	()
	Lasykar Kanan II	()

A8	Tempoh Perkhidmatan	
	Kurang dari 1 tahun	()
	2 – 7 tahun	()
	8 – 15 tahun	()
	16 - 20 tahun	()
	21 ke atas	()

BAHAGIAN B: INDEPENDENT VARIABLE

ARAHAN: **BULATKAN JAWAPAN** yang sesuai berdasarkan skala jawapan di bawah

Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
1	2	3	4	5

1. Kepimpinan (Leadership)

Soalan di bawah adalah untuk mengukur persepsi anda tentang kepimpinan terhadap prestasi kerja di pasukan

KEPIMPINAN (LEADERSHIP)		Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
L1	My leader always gather with subordinate <i>Pemimpin saya sentiasa bergaul dengan anggota bawahan</i>	1	2	3	4	5
L2	My leader always give motivation to subordinate <i>Pemimpin saya sentiasa memberi motivasi kepada anggota bawahan</i>	1	2	3	4	5
L3	My leader told about vision of organization <i>Pemimpin saya telah memberitahu tentang misi dan visi perkhidmatan</i>	1	2	3	4	5
L4	My leader always appreciate every achievement in unit <i>Pemimpin saya akan memberi penghargaan bagi setiap pencapaian yang telah dicapai oleh unit</i>	1	2	3	4	5
L5	My leader always give believed every tasked <i>Pemimpin saya sentiasa memberi kepercayaan terhadap tugas yang dilaksanakan</i>	1	2	3	4	5
L6	My leader give explanation before and after do it some tasking <i>Pemimpin saya akan memberikan penerangan tentang tugas dan tanggungjawab sebelum/selepas tugas dilaksanakan</i>	1	2	3	4	5
L7	My leader always give guide and direction before make some tasking <i>Pemimpin saya sentiasa memberi panduan dan dorongan dalam melaksanakan tugas</i>	1	2	3	4	5

Adapted from (Liu and Jang & Qin and Prybutok, 2009)

2. Motivation Questionnaires

The questions below are to measure your perception on the effectiveness of motivation towards job performances.

Soalan di bawah adalah untuk mengukur persepsi anda tentang motivasi terhadap prestasi kerja di unit.

MOTIVASI (<i>MOTIVATION</i>)		Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
M1	The management always gives motivation to the staff <i>Pihak pengurusan sentiasa memberikan motivasi kepada anggota bawahan</i>	1	2	3	4	5
M2	Existing facilities at the unit greatly increased my motivation to perform tasks <i>Kemudahan sedia ada di unit membantu meningkatkan motivasi saya untuk melaksanakan tugas</i>	1	2	3	4	5
M3	I am person who often remind myself to be motivated in carrying out daily work <i>Saya seorang yang seringkali mengingatkan diri saya untuk sentiasa bermotivasi dalam melaksanakan tugas dan kerja seharian</i>	1	2	3	4	5
M4	I would be more motivated if my work is recognized <i>Saya akan lebih bermotivasi sekiranya kerja saya diiktiraf</i>	1	2	3	4	5
M5	I would be more motivated if the higher authorities is show better commitment <i>Saya akan lebih bermotivasi jika pihak atasan saya memperlihatkan komitmen yang tinggi dalam sesuatu tugas</i>	1	2	3	4	5
M6	I hope the opportunity to help my subordinates at work <i>Saya mempunyai peluang untuk membantu anggota bawahan saya ketika bekerja</i>	1	2	3	4	5
M7	I feel comfortable with my current unit <i>Saya berasa selesa dengan unit saya sekarang</i>	1	2	3	4	5

Adapted from (J. Richard Hackman and Greg R. Oldman,1980)

3. Attitude Questionnaires

The questions below are to measure your perception on the effectiveness of attitude towards job performances.

Soalan di bawah adalah untuk mengukur persepsi anda tentang sikap terhadap prestasi kerja di unit.

SIKAP (ATTITUDE)		Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
A1	I'm not interested in the task assigned to me now <i>Saya tidak berminat dengan tugas yang diberikan kepada saya sekarang</i>	1	2	3	4	5
A2	I'm comfortable with the work that I do now <i>Saya selesa dengan tugas yang saya lakukan sekarang</i>	1	2	3	4	5
A3	Knowledge is required to produce quality work <i>Pengetahuan tentang kerja perlu ada dalam menghasilkan mutu kerja yang ditetapkan</i>	1	2	3	4	5
A4	Positive attitude towards the tasks entrusted will produce better work quality <i>Sikap positif terhadap tugas yang diamanahkan berupaya menghasilkan kualiti kerja yang baik</i>	1	2	3	4	5
A5	Sincerity and integrity are important element in the implementation daily work and tasks <i>Ikhlas dan integriti adalah elemen penting dalam pelaksanaan tugas dan kerja seharian</i>	1	2	3	4	5
A6	I like to discuss with my superiors before performing tasks given <i>Saya suka berbincang dengan pegawai atasan saya sebelum melaksanakan tugas</i>	1	2	3	4	5
A7	I will work on my own in ensuring my work performance always achieve the desired level <i>Saya akan berusaha dengan sendiri agar prestasi kerja saya sentiasa mencapai tahap yang dikehendaki</i>	1	2	3	4	5

Adapted from (R.J. Bennet and S.L Robinson, 2000)

4. Skills Questionnaires

The questions below are to measure your perception on the effectiveness of skill towards job performances.

Soalan di bawah adalah untuk mengukur persepsi anda tentang kemahiran terhadap prestasi kerja di unit.

KEMAHIRAN (SKILL)		Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
S1	Received adequate training to perform my job well <i>Latihan yang diterima memadai untuk saya melaksanakan tugas dengan baik</i>	1	2	3	4	5
S2	Training conducted at the training center and unit increases my confidence in everyday tasks <i>Latihan yang dilaksanakan di pusat latihan dan di pasukan meningkatkan keyakinan saya dalam tugas seharian</i>	1	2	3	4	5
S3	Allocation of time given for each session in exercise is sufficient <i>Peruntukan masa yang diberikan bagi setiap latihan adalah mencukupi</i>	1	2	3	4	5
S4	Instructors at the training center provide effective guidance <i>Jurulatih di pusat latihan memberi tunjuk ajar yang berkesan</i>	1	2	3	4	5
S5	Training undertaken enhance my skills in during deployment <i>Latihan yang dilaksana meningkatkan kemahiran saya dalam penugasan</i>	1	2	3	4	5
S6	Training is needed to improve my skills <i>Latihan diperlukan untuk meningkatkan kemahiran saya</i>	1	2	3	4	5
S7	I am concerned about the training quality of my subordinates <i>Saya mementingkan kualiti latihan terhadap anggota bawahan saya</i>	1	2	3	4	5

Adapted from (F.L Schmidt and J.Hunter, 2004)

5. Knowledge Questionnaires

The questions below are to measure your perception on the effectiveness of knowledge towards job performances.

Soalan di bawah adalah untuk mengukur persepsi anda tentang pengetahuan terhadap prestasi kerja di unit.

PENGETAHUAN (KNOWLEDGE)		Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
K1	I need to have knowledge in performing any task from beginning until completed <i>Saya perlu mempunyai pengetahuan tentang melaksanakan sesuatu tugas dari mula hingga tamat</i>	1	2	3	4	5
K2	My knowledge is important in ensuring that the work to be produced to meet service standards <i>Pengetahuan saya penting dalam memastikan kerja yang hendak dihasilkan memenuhi piawaian perkhidmatan</i>	1	2	3	4	5
K3	Understanding deployment requirements in detail from the upper management will produce the best quality of work <i>Mengetahui keperluan penugasan dengan terperinci daripada pihak atasan mampu menghasilkan mutu kerja yang baik</i>	1	2	3	4	5
K4	Understanding the ability of a system operated is important in ensuring the effectiveness of the task <i>Mengetahui kemampuan sesuatu sistem yang dikendalikan adalah penting bagi keberkesanan tugas</i>	1	2	3	4	5
K5	Basic knowledge and understanding of the structure of a system is vital to the success of a task <i>Pengetahuan asas dan memahami struktur perjalanan sesuatu sistem adalah penting untuk menentukan kejayaan sesuatu tugas</i>	1	2	3	4	5
K6	The level of knowledge that i have made me trusted and respected <i>Tahap pengetahuan yang saya miliki telah menjadikan saya dipercayai dan dihormati</i>	1	2	3	4	5
K7	The knowledge I have allows me to discuss with my superiors in implementing certain task <i>Pengetahuan yang saya miliki telah membolehkan saya berbincang dengan pegawai atasan anda dalam melaksanakan sesuatu tugas</i>	1	2	3	4	5

Adapted from (R.M Steers, 1976)

6. Job Performance Questionnaires

The questions below are to measure your perception on the effectiveness of job performances.

Soalan di bawah adalah untuk mengukur persepsi anda tentang keberkesanan terhadap prestasi kerja di unit.

PRESTASI KERJA (JOB PERFORMANCE)		Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
J1	Work quality is important to me <i>Saya seorang yang mementingkan kualiti dalam tugas</i>	1	2	3	4	5
J2	I have always been chosen by my superiors to perform certain tasks <i>Saya di antara staf yang seringkali diberikan kepercayaan dalam tugas oleh pihak atasan</i>	1	2	3	4	5
J3	I am among the best 20 staf in my unit <i>Saya tergolong dalam 20 staf yang terbaik di peringkat unit saya</i>	1	2	3	4	5
J4	I don't mind dealing with my superiors in any task <i>Saya senang berurusan dengan pegawai atasan saya dalam sebarang tugas</i>	1	2	3	4	5
J5	I know the standard required by my superiors when given any task <i>Saya mengetahui piawaian mengikut keperluan pegawai atasan saya apabila melakukan sebarang tugas</i>	1	2	3	4	5
J6	My superiors often give credit or praise me <i>Pegawai atasan saya seringkali memberikan penghargaan kepada saya</i>	1	2	3	4	5
J7	My subordinates have used me as reference when needed <i>Anggota sepasukan menjadikan saya sebagai tempat rujukan apabila diperlukan</i>	1	2	3	4	5

Adapted from (G.Feriss, S.L Davidson, P.L Perrew, 2005)

APPENDIX B

Five-points Likert Scale

Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAND)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

Techniques of Data Analysis

Type of Analysis	The Analysis Conducted
Demographic analysis	Frequency Percentage
Reliability analysis	Cronbach's alpha Coefficient
Descriptive analysis	Mean Standard Deviation Grand mean
Inferential analysis	Pearson Correlation Coefficient Multi regression analysis

Factor Analysis Criterion

Type	Criterion
Kaiser's criterion	Eigenvalue of 1.0 or more are retained
Principle Component Analysis	Output Value
KMO-Kaiser-Meyer-Olkin measure	Recommended alu above 0.6
Bartlett sphericity test	P<0.5 is considered appropriate

Rule of Thumb about Cronbach's Alpha Coefficient Size

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
>0.9	Excellent

Relationship between variables and r value

Correlation Value, r	Strength of Relationship
± 0.70 or higher	Very high relationship
± 0.30 to ± 0.69	High relationship
± 0.50 to ± 0.49	Moderate relationship
± 0.10 to ± 0.29	Low relationship
± 0.01 to ± 0.09	Very low relationship
0.0	No relationship at all

Reliability Analysis of Previous Study and Pilot Study

Variable	No. of items	Actual	Pilot	Current
Leadership	7	0.849	0.826	0.901
Motivation	7	0.825	0.754	0.757
Attitude	7	0.706	0.806	0.614
Skill	7	0.830	0.777	0.840
Knowledge	7	0.843	0.787	0.861
Job Performance	7	0.880	0.724	0.828

Cleaning of Data

Item of Variable	Minimum	Minimum
	Statistic	Statistic
L2	1.00	5.00
L3	1.00	5.00
L5	1.00	5.00
M3	1.00	5.00
M4	1.00	5.00
M5	1.00	5.00
A2	1.00	5.00
A4	1.00	5.00
A6	1.00	5.00
S2	1.00	5.00
S4	1.00	5.00
S7	1.00	5.00
K4	1.00	5.00
K5	1.00	5.00
K6	1.00	5.00
K7	1.00	5.00
J2	1.00	5.00
J5	1.00	5.00
J&	1.00	5.00

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.849
Bartlett's Test of Sphericity	Approx. Chi-Square	1195.546
	Df	15
	Sig	.000

Descriptive Statistics for Demographical Profile

Profiles		Frequency	Percentage (%)
Gender	Male	358	79.6
	Female	92	20.4
	Total	450	100.0
Marital Status	Single	56	12.4
	Married	388	86.2
	Other	6	1.3
	Total	450	100.0
Age	20 – 24 years	14	3.4
	25 – 29 years	64	14.2
	30 – 34 years	189	42.0
	35 – 39 years	134	29.8
	Above 40	49	10.9
	Total	450	100.0
Race	Malay	426	94.7
	Chinese	4	0.9
	Indian	8	1.8
	Others	12	2.7
	Total	450	100.0
Religion	Islam	432	96.0
	Christian	8	1.8
	Buddha	4	0.9
	Hindu	6	1.3
	Others	0.0	0.0
	Total	450	100.0
Academic Qualification	SPM/STPM	279	62.0
	Certificate/Diploma	80	17.8
	Degree	74	16.4
	Master's	17	3.8
	Total	450	100
Rank	Captain/Commander	21	4.7

	Lieutenant Commander/Lieutenant	90	20
	Acting Sub-Lieutenant/Sub-Lieutenant	18	4
	Master Chief Petty Officer/Petty Officer	117	26
	Leading Rate and above	204	45.3
	Total	450	100
Length of Service	1-5 years	17	3.8
	6-10 years	73	16.2
	11 – 15 years	186	41.3
	16 – 20 years	127	28.2
	Above 21 years	47	10.4
	Total	450	100
Expertise	Executive	182	40.4
	Supply	194	43.1
	Engineering	74	16.4
	Total	450	100

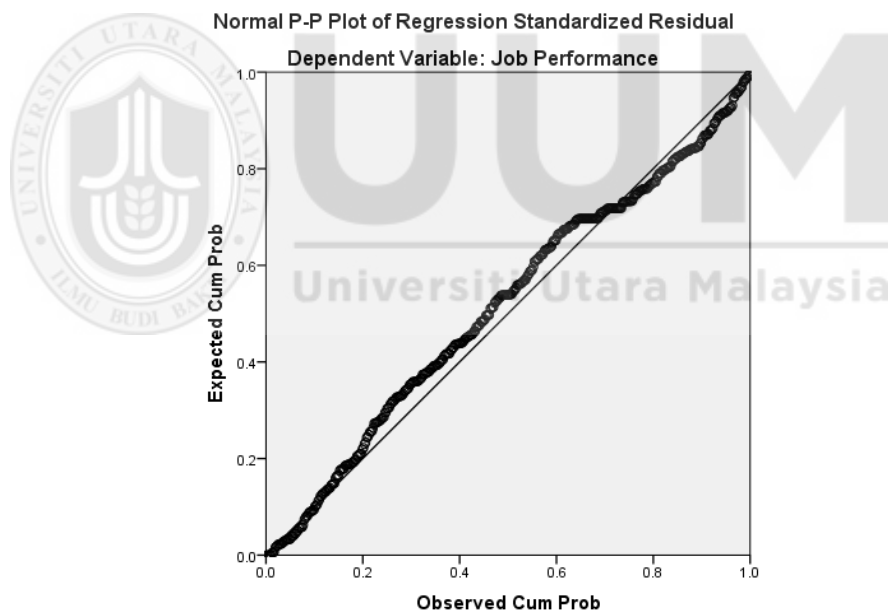
Reliability Analysis of Pilot Study and Actual Data Set

Variable	No. of items	Pilot Test Cronbach's Alpha	Actual Data Cronbach's Alpha
Leadership	7	0.826	0.849
Motivation	7	0.754	0.825
Attitude	7	0.806	0.706
Skill	7	0.777	0.830
Knowledge	7	0.787	0.843
Job Performance	7	0.724	0.880

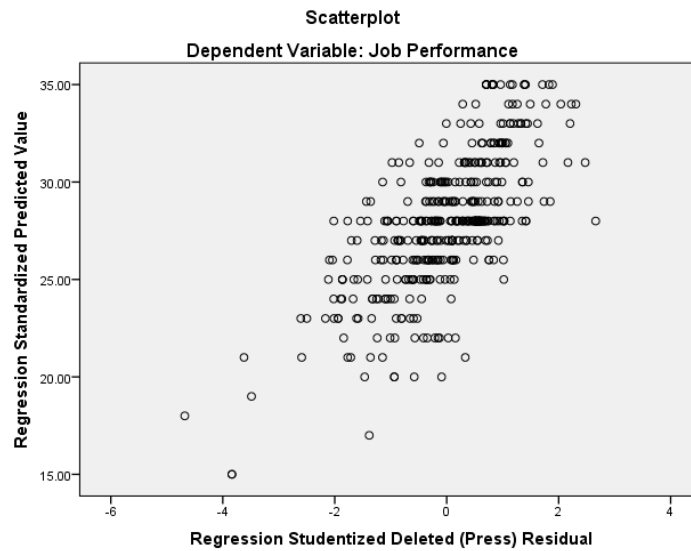
Descriptive Statistics

Variable	Mean	Std. Deviation
Leadership	4.068	0.56
Motivation	4.116	0.44
Attitude	3.934	0.35
Skill	3.963	0.51
Knowledge	4.278	0.43
Job Performance	3.983	0.48

Linearity of Dependent Variable



Scatter Plot of Dependent Variable



Independent and Dependent Variable Normality Test

Variable	Mean	Std Deviation	Skewness	Kurtosis
Leadership	28.4733	3.93720	-0.586	1.175
Motivation	28.8133	3.05638	-0.016	0.211
Attitude	27.5378	2.46574	-0.147	-0.047
Skill	27.7422	3.55363	-0.635	1.383
Knowledge	25.7578	2.61680	0.126	-0.597
Job Performance	27.8822	3.38369	-0.289	-0.877

Mean for Job Performance Questions

	Mean	Std. Deviation	N
Job Performance	3.9832	.48338	450

The Correlations between the Independent Variables and the Independent Variables

		Job Performance	Leadership	Motivation	Attitude	Skill	Knowledge
Job Performance	Pearson Correlation Sig. (2 Tailed) N	1 450					
Leadership	Pearson Correlation Sig. (2 Tailed) N	.479** .000 450	1 450				
Motivation	Pearson Correlation Sig. (2 Tailed) N	.605** .000 450	.637** .000 450	1 450			
Attitude	Pearson Correlation Sig. (2 Tailed) N	.532** .000 450	.365** .000 450	.514** .000 450	1 450		
Skill	Pearson Correlation Sig. (2 Tailed) N	.515** .000 450	.494** .000 450	.589** .000 450	.462** .000 450	1 450	
Knowledge	Pearson Correlation Sig. (2 Tailed) N	.587** .000 450	.347** .000 450	.525** .000 450	.645** .000 450	.388** .000 450	1 450

** Correlation is significant at the 0.01 level (2-tailed).

** Correlation is significant at the 0.05 level (1-tailed).

Results of Pearson Correlation Matrix

		Job Performance	Leadership	Motivation	Attitude	Skill	Knowledge
Correlation	Job Performance	1	.479	.605	.532	.515	.587
	Leadership	.479	1	.637	.365	.494	.347
	Motivation	.605	.637	1	.514	.589	.525
	Attitude	.532	.365	.514	1	.462	.645
	Skill	.515	.494	.589	.462	1	.388
	Knowledge	.587	.347	.525	.645	.388	1

** Correlation is significant at the 0.01 level (2-tailed).

** Correlation is significant at the 0.05 level (1-tailed).

Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.338	1.391		-.243	.808
Knowledge	.382	.059	.295	6.456	.000
Motivation	.253	.057	.229	4.473	.000
Skill	.153	.041	.160	3.711	.000
Leadership	.096	.038	.112	2.535	.012
Attitude	.150	.064	.109	2.363	.019

^aDependent Variable: Job Performance

Adjusted R² = .506

F = 90.861

**p < 0.01

Result of Regression Analysis – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	F	Sig.
1	.711 ^a	.506	.500	2.39222	90.861	.000 ^b

a. Predictors: (Constant), Knowledge, Leadership, Skill, Attitude, Motivation

b. Dependent Variable: Job Performance

Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2599.862	5	519.972	90.861	.000 ^b
Residual	2540.896	444	5.723		
Total	5140.758	449			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Knowledge, Leadership, Skill, Attitude, Motivation

The Summary of Research Objectives, Hypotheses and Findings

Research Question	Research Objectives	Hypotheses	Findings
What is the level of job Performance amongst RMN personnel?	To examine the level of job performance amongst RMN personnel	None	The level is satisfactory
What are the relationships between leadership, motivation, attitude, skill, knowledge and job performance amongst RMN personnel	To determine the relationship between leadership, motivation, attitude, skill, knowledge and job performance amongst RMN personnel	<p>Hypothesis 1:</p> <p>There is a significant relationship between leadership and job performance</p> <p>Hypothesis 2:</p> <p>There is a significant relationship between motivation and job performance</p> <p>Hypothesis 3:</p> <p>There is a significant relationship between attitude and job performance</p> <p>Hypothesis 4:</p> <p>There is a significant relationship between skill and job performance</p> <p>Hypothesis 5:</p> <p>There is a significant relationship between knowledge and job performance</p>	<p>Supported</p> <p>Supported</p> <p>Supported</p> <p>Supported</p> <p>Supported</p>